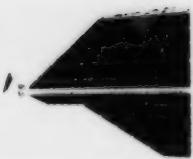




# Trade Centre Limited

Halifax, Nova Scotia



## Message from the Chair

Orleen Wheatley, Chairperson



These are only two of many achievements during the year. I believe they all clearly demonstrate the strength and professionalism embodied in our staff and management team. I commend Fred MacGillivray, our President and CEO, for his positive leadership and commitment to both staff development and communication throughout Trade Centre Limited. These factors have been extremely important in helping to redefine the organization and position it for the future.

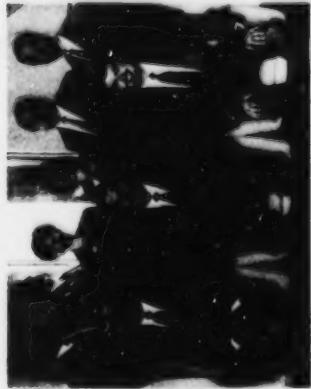
On behalf of the Board of Directors, I would like to congratulate the staff and management of Trade Centre Limited for a strong performance this past year. We are very pleased with the gains their commitment and hard work have achieved.

The resurgence in Convention Centre bookings and the growth in revenue indicate a positive trend that promises well for the future. The team at Halifax Metro Centre also deserves recognition for its increased business activity level, and particularly for the successful signing of a five-year contract with the Halifax Mooseheads.

The strategic planning process was a significant undertaking and the five-year plans that resulted have placed Trade Centre Limited on a solid business footing. These plans will help our organization sustain and increase the positive contribution it already makes to the local economy. Increased diversity and a stronger focus on international events will also continue to raise the profile and reputation of Nova Scotia, and the Halifax area in particular, in the eyes of the world.

The year ahead will present both challenges and opportunities for each of Trade Centre Limited's divisions. But rising to the occasion, whatever the challenge, has become this organization's hallmark. On behalf of my fellow Board members, I wish everyone good luck, continued growth and success.

*Orleen J. Wheatley*  
Orleen Wheatley  
Chairperson



TCL Management Team (left to right, back to front) Michael Bobbitt,  
Darrell Hardy, Monica Kennedy, Colette Curran, Don Larice,  
Dov Bercovici, Dennis Mansour, Fred MacGillivray & Scott Ferguson.

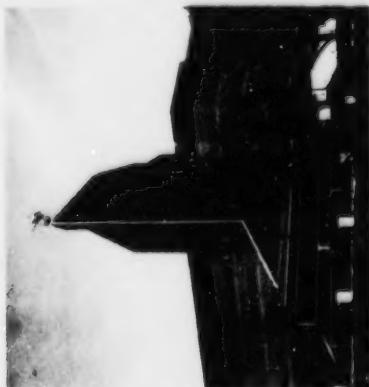
Trade Centre Limited (TCL) is a provincial crown corporation, established by an Order in Council, and incorporated under the Nova Scotia Companies Act. It is responsible for the management and operation of four distinct, yet fully integrated components configured as four strategic business units:

- The World Trade and Convention Centre with meeting facilities and catering services, capable of handling events of all sizes.
- World Trade Centre Halifax, a franchise of the World Trade Centres Association based in New York. Facilities include club dining, offices and meeting rooms. Located on the eighth floor of the office tower, the franchise was obtained in 1982.
- The World Trade Centre Tower with more than 120,000 square feet of class 'A' leasable office and retail space.
- The Halifax Metro Centre, a 10,000-seat, multi-purpose sports and entertainment complex owned by the City of Halifax, which shares services with the rest of the complex, and is managed by Trade Centre Limited.

### Guiding Mission Statement

At Trade Centre Limited, we will maximize, for the people of Nova Scotia, the direct and indirect economic benefits from the operation of resources entrusted to our care. The delivery of our products and services will exceed customer expectations.

We will achieve this through the strength, innovation and commitment of our people, and deliver this through our business units.



## Message from the President and CEO

Fred MacGillivray, President & CEO

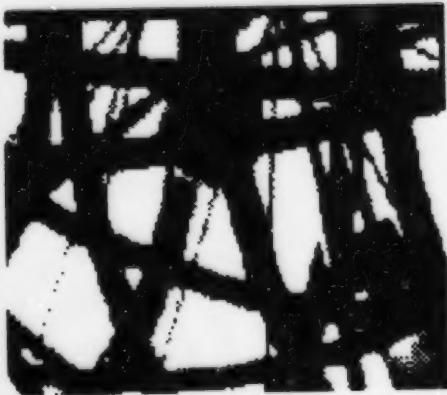


Without a business plan it is difficult for any institution or company to know what it is or where it should be going. The strategic planning process allowed us to define these issues. It helped us identify both the things we do well and the areas we need to focus upon if we are to meet our new goals. All employees had an opportunity to describe what they liked and disliked about their workplace, as well as a chance to discuss changes they felt would lead to improvements. These contributions were a vital element in the management group's final document, which includes a five-year financial plan, a five-year business plan that we will update yearly, and a plan for upgrading our technology.

I am happy to report that 1994-95 was one of the most successful years ever for Trade Centre Limited. It was also an extremely busy year. In addition to normal day-to-day operations, we have been preparing for the upcoming G-7 Summit, a project that has commanded considerable work beyond the normal job scope for all managers and many staff. On top of these responsibilities we undertook another major task this year—to define and develop a new business focus for Trade Centre Limited as a whole and for each of our four operating divisions. It is perhaps appropriate that while celebrating TCL's first decade of operation, we were busy creating the road map that will guide its second.

During the process we discovered that we do many things well. Our staff understand the value of delivering a high-quality product and we have an excellent reputation across Canada in the meetings and convention business. Halifax Metro Centre is well-respected as a venue. Recent studies demonstrate clearly that this facility is a valuable component of the economic life of the area. From a tourism and business perspective, we generate over \$83 million annually in direct economic benefits and indirect spin-offs to the community.

Equally clear was the fact that we must continue the work that had already started in some divisions to run our operations as a business, with a goal of being self-supporting. This is a significant challenge. Very few similar facilities in North America have done so, or even come close. But with today's fiscal reality we cannot continue to ask our shareholders—the Government of Nova Scotia and the taxpayers—to keep investing in us unless we have an operating objective to move towards reducing our deficit and ultimate self-sufficiency.



Our overall goal is to grow our business profitably. Each of our four separate units—World Trade and Convention Centre, World Trade Centre Halifax, Halifax Metro Centre, and World Trade Centre Tower—now has its own business capital, sales and marketing plans, as well as performance and communication goals. Some of the individual challenges being addressed by these units are described in the remainder of the report.

While it is too early to predict in which year we will turn an operating profit, we are already making progress in that direction. Each unit is committed to increasing business, cutting costs and becoming more profitable. I am confident we will continue to make progress each year.

We are working aggressively to bring more meetings and conventions to our facility for the benefit of the local economy, and to provide the community with more cultural, sporting and entertainment events at Halifax Metro Centre. We will achieve this goal by determining the most profitable size and type of conventions and meetings we can handle, researching which associations organize such events, then going out nationally and internationally and competing head to head to make sure

Halifax is presented as the ideal destination. We also have goals for our office facility to be 100% occupied, and we want to bring more Atlantic Canadians through our World Trade Centre to help them export goods from this region. By working together to develop our business

plans, it became very clear to TCL's managers where to expend our energies for the best gain. In this business, however, we recognize that it is often an investment that will pay off several years in the future.

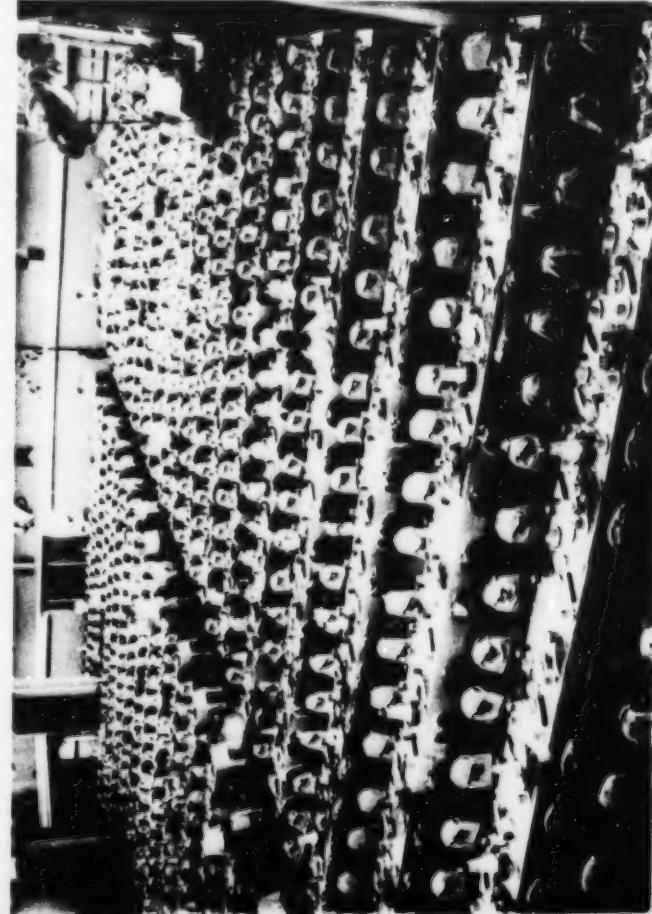
The strategic plan also revealed that we have much good news to tell about our work, and the public should have a better opportunity to hear it. As a result, we created a new position of Communications Manager and by January 1995 had a formal communications plan in place. This plan will ensure that we share our activities with the community at large, as well as with individual audiences who can benefit from specific information. We are also committed to communicating more effectively among ourselves internally.

Speaking personally, I couldn't be more satisfied with this first year as the head of Trade Centre Limited. While our goals are ambitious and accomplishing them will take dedication and hard work, I'm confident we have the people we need to succeed. Technology and facilities are only part of the story. It needs the pride and expertise of professional staff, which we have in abundance. Our new management team balances youth and experience but each member embodies the energy, enthusiasm and creativity that will be needed for our business to grow.

The Halifax Summit will give each facility plenty of scope to demonstrate Nova Scotia's capabilities—and they are many. I believe the area has an unparalleled future in the meetings, conventions and entertainment business. By applying our strategic plan we will play our part. We will also place Trade Centre Limited and Nova Scotia on a great many new maps around the world.

*Setting up the Port Royal Room for the  
Canadian Real Estate Association's  
Lobster Bash for 1,400.*

## WTCC Halifax Celebrates Strong Year



Our continued focus on targeted sales and marketing programs was a key factor in World Trade and Convention Centre Halifax (WTCC) achieving a strong performance for 1994-95, outstripping growth in the general economy. Revenues increased more than 23% compared to the previous year. Major bookings (100 or more people for two or more days) increased from 42 last year to 47 in 1994-95, while minor bookings increased from 643 to 672. Major bookings continue to generate over 60% of our revenues.

This positive performance was primarily due to a deliberate change in focus launched the previous year. We are in the process of changing the WTCC's traditional marketing approach to one that is strongly results-oriented. This includes major efforts to tap the profitable United States meetings and conventions market, now much more accessible since the 'Open Skies' air travel policy. We are also committed to regaining and increasing our position in the Canadian national market, as well as working to build a strong presence for regional and local events.

The strategic planning process undertaken during the year confirmed that we were already on the right track with our refocusing efforts. It also gave us a clearer vision of where WTCC fits into the whole organization and is enabling us to fine-tune many of our existing strategies.

The highly competitive meetings and conventions business is a difficult market in which to be profitable. Communities construct facilities such as the WTCC to bring events and visitors to their areas. Facilities such as WTCC price their services based on cost recovery, knowing the resulting hotel, restaurant, attraction, service and retail business will benefit the local economy. To a large extent, we are dependent on the facilities and capacity of our industry partners—the airlines and hotels—to help



state of preferred suppliers—from audio-visual and translation services to entertainment and trade show decorating. The effect has been to create "one-stop shopping" for clients and to give the Convention Centre a unique marketing advantage.

To improve cost recovery we have brought our charges for items such as sound and lights in line with national standards, and detailed accounting controls ensure clients are billed for all the services they use.

position the community as a cost-effective meeting location. The cooperation and flexibility among tourism partners has always been one of Halifax metro area's strengths, and we work continuously with our partners to keep Halifax a competitive destination.

Within the WTCC we are striving to increase revenues and reduce our operating costs. By reducing the turnover time between rentals and actively seeking bookings to fill gaps in the schedule, we can ensure our facilities are in use as much as possible. We're also building on the excellent reputation of our food and beverage services while keeping these services competitive. Newly formed working partnerships with more than a dozen companies mean we have a full

We are also aggressively seeking new business. Our strategy includes building profiles of all the organizations, associations and companies that conduct meetings and conferences, looking for good matches between their needs and our facilities. Once these markets are qualified, we make concentrated sales efforts to position Halifax and Nova Scotia as their best destination choice. Our goal is to use our facilities to their limit. This means using a long-term planning approach to sell as much of our space as possible to high-yield clients—typically U. S. or nationally based organizations—then efficiently filling the spaces between those bookings with regional and local events that require a shorter planning cycle.

We collaborate with our partners in provincial and municipal tourism to link the conference business with their activities. We work together with airlines, hotels, restaurants and retail businesses to sell Halifax as a total convention product. The coastal location, natural attractions, clean safe environment and friendly people make Nova Scotia an unbeatable destination for many clients. We make sure we use all our province's benefits for maximum advantage as we sell World Trade and Convention Centre Halifax to the world.

### **World Trade and Convention Centre Mission**

As the premier venue in Atlantic Canada, we will be an innovative supplier of technical and market-focused services that provide our customers with the highest quality of experience.

Aggressive marketing, satisfied customers and industry partnerships will generate business and bring the world to Halifax.

As an active member of the World Trade Centres Association global network, we will be the leader in promoting the growth of international business in the Atlantic Canada region.

Through a strong membership, and cooperation with other business development agencies/ associations, we will:

- facilitate development of business partnerships
- provide links with other countries to promote
- Atlantic Canada
- deliver World Trade Centre services
- deliver international trade education programs.

Since the World Trade Centre (WTC) opened in 1987, its primary mandate has been to foster international trading partnerships for members throughout Atlantic Canada. The WTC has always worked towards fulfilling that mandate. Towards the end of this fiscal year, a new management team was put in place. This signalled a major change in focus for the WTC. While determined to maintain and increase services to members through the Club, which generates important revenue, we also made a commitment to strengthen the WTC's Trading Division and make that our primary business activity.

Despite 1994-95 being essentially a year of management and staff changes, Club revenues increased by 19% over the previous year. As a result of an intensive awareness program, we also reversed a declining membership trend, adding 54 new companies. Membership now stands at 275 companies, the highest level for several years.

## **World Trade Centre Halifax Rebuilding With New Focus**

During 1994-95 we started making contact with a new membership market—smaller companies and entrepreneurs. This is clearly the group that stands to benefit most from WTC services. In addition to being part of a world-wide network of 294 World Trade Centres established specifically to foster business relationships and supersede political boundaries, membership offers many practical advantages. WTC operates a low-cost, dedicated computer network linking five million business people worldwide. We can also help establish contacts and set up meetings—including office or conference space and translators—for members wishing to promote their business in specific countries. We facilitated many such meetings during the year. One resulted in a distribution agreement and another helped the member locate two potential joint-venture partners.

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commerce students with a specific background or interest in international business as 'trade interns'. These trade interns compile and qualify lists of potential customers, then set up meetings for suitable candidate customers with specific member companies. We charge a small commission to any company that achieves a successful sale as a result of the Global Access Program. This is an extremely cost-effective alternative for the member, who would otherwise need additional staff or the services of a consultant to reach the same result. The process can require considerable work before a sale is achieved but several projects established during the test year are now close to successful completion. The Global Access Program also provides invaluable hands-on international business training for the trade interns. We anticipate the project will move from incubator to full program phase in 1995-96 with a goal of partnering 15-20 trade interns and member companies.

During 1994-95 we also launched a Trading House Program, locating overseas buyers for local brokers with products such as fish, offshore permits and agricultural products. Foreign regulations necessarily involve extended negotiations but we expect several to come to fruition in the coming year.

This past year was a solid start on our rebuilding effort towards becoming more results-driven. We intend to continue expanding our membership base, geographically as well as in company size and scope. We are preparing for the challenge of meeting our members' expectations and an increased work load with new communications programs, such as a bi-monthly newsletter and plans for a seminar series. There is a new sense of purpose and optimism at large in the World Trade Centre these days. Our new motto says it all: "We make trade happen."

During the year we also established a Global Access Program as a primary method of delivering trade services to members. The program recruits MBA or

We will aggressively pursue local and international sports, entertainment, social and recreational events and business opportunities.

Through valued events and excellent service we will continue to build a broad base of satisfied customers and make the facility an integral part of the community.

## Halifax Metro Centre Rebounds to Busiest Year Ever

After a difficult period during 1993, precipitated by the loss of its primary tenant, the Halifax Citadels, Halifax Metro Centre bounced back in 1994-95 with the busiest year on record. The total of 204 event days far exceeds the year-to-year average of 160. There were also 400 hours of ice rental. Event revenues were down approximately 15% from the year before, a temporary occurrence due largely to the hockey players' strike, which cancelled two NHL games. By reducing event expenses by 26%, we were successful in achieving our budget and meeting all the year's financial goals.

Setting the stage for a strong future was the signing of a five-year contract with the Halifax Mooseheads, a new member of the Quebec Major Junior Hockey League. Supported by strong local ownership and featuring some local players, the team generated considerable public enthusiasm. Paid attendance was approximately 4,000 for most games and there was one 9,500-seat sellout, one of the best seasons ever for hockey in Halifax.

With a major tenant and a long-term contract secure, Halifax Metro Centre can now concentrate on fulfilling its dual mission. We started on these goals in earnest last year by working to build a full year of events in a wide variety of categories. Knowing that certain types of events—such as ice skating and basketball—are favourites with local audiences, we sought similar attractions for other times of the year. New events planned for 1995-96 include an additional ice skating spectacular in September to complement the traditional April ice show, and a basketball tournament for December as a prelude to the CIAU championships in March. Country music touring acts, wrestling and family shows are other prime areas for current development efforts. We will also continue to encourage and support local community events, such as the camp-overs successfully launched two years ago with Scouts Canada and last year with the Girl Guides. Our goal is a fully rounded program each year that reflects Halifax Metro Centre's original motto:

*"something for everyone, something for you."*

As a result of the strategic plan, Halifax Metro Centre also has a long-term goal of making a profit. This is an ambitious goal that few similar facilities have even attempted, but the Centre's management team believes that with a creative approach to revenue generation it is possible. We are working actively with community and university sports organizations to build partnerships that will bring in more popular one-time events, similar to the 1990 World Figure Skating Championships. We also plan to construct a number of executive suites in the near future. These will help our corporate sponsors achieve their business entertainment goals in appropriate style.

When 600,000 people—many of them repeat customers—pass through your building each year, it's vital that each visit be a positive experience. We're working hard to make sure all venue-related aspects under our control are the best they can be. This includes everything from truck access for touring shows to signage, ushers, line-ups and concession stands. We're also developing a Customer Relations Program to make sure we understand visitors' expectations and focus our efforts to meet them, ensuring that we continue to play a central role in the metro Halifax community. A large part of success in this area depends on the staff who manage day-to-day aspects of the Centre's work. A schedule of 200-plus event days requires careful scheduling and dedicated, knowledgeable staff, many of whom are busy clearing up after one event and preparing for the next while the city sleeps. This has always been one of Halifax Metro Centre's strengths and we will continue to look for ways to support our staff in their goal of delivering excellent service.

7

# Tower Maintains Strong Position in Sluggish Market

## World Trade Centre Tower Mission

As landlord of the World Trade Centre Tower, the most prestigious business address in Metro Halifax, we will exceed tenant expectations for building services and amenities.

We will provide tenants with preferred status on use of all other facilities in the World Trade Centre.

In a leasing marketplace where the average business district vacancy rate runs between 16% and 19%, tenant retention is a major concern for any landlord. During 1994-95, the average vacancy rate for the WTC Tower was 5.8%. We believe the Tower's exceptionally low vacancy reflects our commitment to providing a building environment that pleases tenants. This includes vigilance in all areas of building upkeep and cleanliness, prompt attention to any complaints or questions, and regular meetings with tenants to determine any change in their expectations. Matters such as air quality and energy efficiency are high on the priority list. We have recently upgraded the quality of the air filters and have been able to demonstrate a good quality of indoor air by using cross-sectional

analyses throughout the building. The property services team is ever vigilant of new technology and operating methods aimed at improving efficiency and reducing operating costs.

During lease renewal negotiations we strive to be flexible and fair, seeking solutions that work for both the tenant and ourselves. A corporate reorganization during the year has enabled the WTC Tower's manager to commit a far larger percentage of his time to leasing activities and tenant services.

Over the years the tenant community of the WTC Tower has grown steadily around niche markets associated directly with TCL's other activities: international trade, tourism, convention and meeting business, trade shows, entertainment and sporting events. During the past year we expanded our successful business centre facilities designed for small and developing enterprises. In addition to the 14 business suites that have been operating successfully for five years on the eighth floor, we now have a Pentia Business Centre on the fifth floor with 18 additional units. These units offer furnished or unfurnished office accommodation with full business support services including reception, telephone answering, typing, fax, copier, boardroom and kitchen facilities.

Future goals for the WTC Tower include continuing to operate profitably, striving for 100% occupancy through targeted advertising, pursuing development leads from the other business units, and continuing to satisfy tenants on a day-to-day basis.

**Expect to hear more about Trade Centre Limited  
than ever before.**

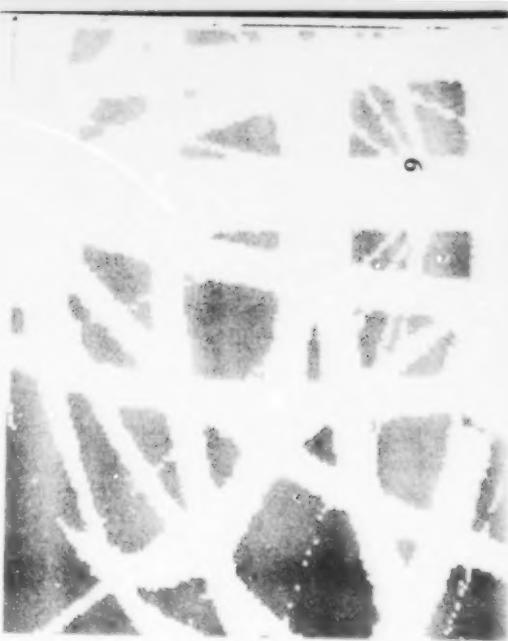
## Spreading the Word

For example, the Trade Centre Limited newsletter, the *Ambassador*, is now reaching twice as many people, including businesses with specific interest in the conventions market. We've established a program to encourage more public and special interest tours of the facility. These have been very popular with students in high school and post-secondary catering and facility management programs. A lunchtime program gives all employees an opportunity to share ideas informally with the president and each other, and regular staff assemblies ensure everyone knows about major initiatives and event highlights. We schedule news conferences to share information with the media, and an eye-catching new advertising program gets right down to business with the regional, national and international meetings market. A major project this year has been to document the extent of economic contribution by Trade Centre Limited's facilities. The goal over the next year will be to get this positive message out to all the various stakeholders.

One of our most important goals is to communicate effectively how the business units of Trade Centre Limited are working for Nova Scotia. The better the public, business and government understand our operations and our goals for the future, the easier it will be for us to work together for mutual benefit.

### *1995 Labatt Brier*

Our new communications plan is already in operation. It includes an ambitious range of programs specifically designed to meet the information needs of the City of Halifax, the Province of Nova Scotia, the general public, the tourism industry, the business community, clients, and our own employees.



**47** major bookings for conventions, trade shows and public shows (29,000 registered delegates, 1,700 exhibitors, and 55,000 other visitors)

Numerous smaller bookings for dinners, seminars, one-day conferences (81,000 visitors)

Total visitors to WTCC during 1994-95—168,470

## **1994-95 Event Highlights**

**World Trade and Convention Centre Halifax**

*Canadian Information Processing Society*

*Canadian Society of Respiratory Therapists*

*Canadian College of Health Service Executives/Canadian Hospital Association*

*Cooperative Housing Federation of Canada*

*Administrative Sciences Association of Canada*

*International Society of Audiology*

*Canadian Square & Round Dance Association*

*International Society of Arboriculture*

*American Fisheries Society*

*American Society of Pharmacognosy*

*Scottish Rite of Freemasonry of Canada*

*Coastal Zone Canada '94*

*Canadian Society of Electrical & Computer Engineering*

*Canadian Real Estate Association*

*Canadian Association of Journalists*

*Canadian Figure Skating Association*

*Canadian Home Builders Association*

*Labatt Bier '95 (Brier Patch)*

*Team members of the World Trade and Convention Centre's professional staff who know the importance of details. From left, Chris Bennett, Patti Minehan, Roseline O'Connell, Donna Conrad and Scott MacNeil.*



## 1994-95 Event Highlights

Halifax Metro Centre

Elvis Stojko



*Stars on Ice*—sold-out performance

*Camp Metro Centre*—1,400 Scouts for a weekend camp-over

Andrew Lloyd Webber's great show *CATS*—in town for six days

*Nova Scotia International Tattoo*—seven performances

*Seniors' Expo*—in its fourth successful year

*Canadian Square and Round Dance Society*—with 3,400 participants

First-ever *Halifax Mooseheads*' game, launching a successful season

*Nova Scotia Designer Crafts Council*'s ever-popular Christmas craft show

*1995 Royal Bank Canadian Figure Skating Championships*

Sold-out *Tragically Hip* concert

*The Labatt Brier*—100,000 tickets sold for 23 matches

*CIAU Men's Basketball Championships*—over 20,000 attending

## Trade Centre Limited Board of Directors

**Orleen Wheatley**  
Chairperson  
Trade Centre Ltd.  
Halifax, N.S.



**Honourable Alan Abraham**  
Former Lieutenant Governor  
of Nova Scotia  
Halifax, N.S.



**Fred MacGillivray**  
President and  
Chief Executive Officer  
Trade Centre Ltd.  
Halifax, N.S.



**Lois Dyer Mann**  
Vice-President, Administration  
Mount Saint Vincent University  
Halifax, N.S.



**Victor Ferreira**  
Vice-President Atlantic Region  
and General Manager  
CP Hotels/Chateau Halifax  
Halifax, N.S.

**Walter Fitzgerald**  
**Mayor**  
Halifax, N.S.



**Ron Hanson**  
**Alderman**  
Halifax, N.S.

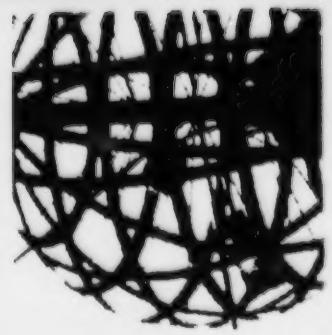
**Hilliard Graves**  
**Executive Vice-President**  
**General Manager**  
AMCA Sales Ltd.  
Dartmouth, N.S.



**Larry Uteck**  
**Alderman**  
Halifax, N.S.



**Bill Stone**  
**Alderman**  
Halifax, N.S.

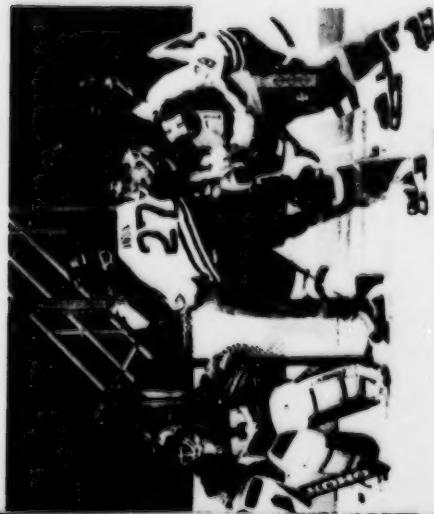


## Economic Impact Study Demonstrates TCL's Value

- 727,096 people attended the World Trade and Convention Centre and Halifax Metro Centre as delegates, audience members, exhibitors, planners or promoters.
- Planners' expenditures for national events average \$223,993.
- Exhibitors at national events spend an average of \$6,103 locally for services.
- Registered delegates spend an average of \$156 a day during national conventions.
- Services purchased in the community range from advertising and client entertainment to shipping and handling, temporary help, transportation, accommodation, equipment rental, food and retail goods.
- 59.2% of registered delegates had additional members in their travel parties.
- 45.5% of delegates intended post-convention travel in Nova Scotia.
- The average length of post-convention stay was 4.3 days—more than double the convention stay.

In 1994, we decided it was time to put TCL's value as an economic force to the test. We commissioned Proactive Research Consultants Limited to determine the impact on the local and provincial economies of business in the World Trade and Convention Centre and Halifax Metro Centre. From July 1994 to March 1995, they conducted nearly 3,000 surveys and interviews at 35 events. The results confirmed our belief—and more. Combined activity levels at WTC C Halifax and Halifax Metro Centre generated **\$61 million in direct benefits** to the local and provincial economies last year, and a further **\$22 million in spinoff spending**.

*Halifax Mooseheads*



## Total Expenditures

	<b>WTCC Halifax</b>	<b>Halifax Metro Centre</b>	<b>TOTAL</b>
<b>Direct Expenditures</b>	\$33,050,789	\$28,519,424	\$61,570,213
<b>Spinoff Expenditures</b>	\$10,187,000	\$12,094,000	\$22,281,000
	\$43,247,789	\$40,613,424	\$83,851,213

## Travel Destinations

**Cape Breton: 32.1%**

**Annapolis Valley: 21.4%**

**Eastern Shore: 7.1%**

**Halifax & Surrounding Area: 14.2%**

**Other: \* 35.7%**

**South Shore: 14.2%**

\*Not stated destination

## Trade Centre Limited Highlights

<b>Revenues</b>		<b>Expenses</b>	
1995	\$ 5,997,704	1995	\$ 6,742,941
1994	\$ 5,261,174	1994	\$ 6,443,159

<b>World Trade and Convention Centre</b>		<b>Halifax Metro Centre</b>		<b>World Trade Centre Tower</b>	
Meals Served		Attendance		Average Vacancy	
1995	94,530	1995	558,626	1995	5.8%
1994	71,678	1994	323,558	1994	4.7%

<b>World Trade Centre</b>		<b>Event Days</b>		<b>Members</b>	
Total Bookings					
1995	719	1995	204	1995	275
1994	685	1994	162	1994	221